

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**Executive Office of Mayor Muriel Bowser**



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue  
Interim City Administrator



# Department of Employment Services FY2020

**Agency** Department of Employment Services

**Agency Code** CFO

**Fiscal Year** 2020

**Mission** The Department of Employment Services (DOES) mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, effective working communities.

**Summary of Services** DOES, the District of Columbia's lead labor and workforce development agency, provides customers with a comprehensive menu of workforce development services funded through a combination of federal grants and Local appropriations. DOES delivers basic income support services to unemployed or underemployed persons who lost their jobs through no fault of their own through the Unemployment Insurance division. The Labor Standards division ensures a safe and healthy work environment for workers in the District, administers a program to provide benefits to qualified individuals with employment-related injuries or illnesses, administers the District's wage-and-hour laws, and provides hearing and adjudication services to settle workers' compensation disputes. DOES's Workforce Development division provides job seekers with workforce development and training programs and services to ensure employers have access to qualified job candidates. Finally, DOES provides District youth with job training, academic enrichment, leadership, and employment opportunities through its Year-Round, Summer Youth, Mayor's Youth Leadership Institute, and other youth programs.

## 2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
<p>The onset of the COVID-19 Emergency and the passage of the Federal Bill on unemployment insurance put a heavy burden on the shoulders of DOES. However, the agency accepted the challenge and worked together to provide continuing services to the people of the District. In a typical year, DOES receives approximately 35,000 claims. From March 2020 to October 2020, DOES has processed and paid nearly three times that amount. DOES' Office of Customer Experience led and managed 5 UI call center groups, consisting of over 200 call takers who received over 526,000 calls. Despite the long wait times associated with the unprecedented call volume, at times the UI call center was able to achieve average customer wait times as low as 9 minutes.</p> <p>OCE could not have reached its goal without the Office of Training and Professional Development providing training for new hires at the call center, call center volunteers, and DOES employees from other departments educating them in the correct processes.</p> <p>The Office of Information Technology was able to procure, configure, and distribute 500+ devices in support of the surge in Unemployment Insurance and Pandemic Unemployment Assistance claims. This included laptops and cellular devices for Customer Navigation Center (CNC) workers, Internal UI Program staff and volunteers, DC Employee volunteers, and multiple third-party call centers.</p> <p>In addition, the Office of Workers' Compensation (OWC) has kept its commitment to offer a \$5 million dollar rebate to workers' compensation insurance carriers and self-insured employers doing business in the District of Columbia providing financial relief to self-insured employers.</p>	<p>By reacting as an agency, helping each other where we could, DOES came together and out of silos. While most employees of the agency are able to work from home, the amount of extra work that many put in to help deal with problems arising from the health emergency was substantial.</p>	<p>Unlike many jurisdictions, DOES has managed to distribute unemployment insurance under the COVID-19 regulations as well as the extra funds supplied by Congress. At the peak times, FY2020 Q3, our benefits claims examiners resolved an average 2033 issues, six times the number of issues they addressed in Q1. Moreover, a total of 86,649 total claims were filed with over 62,000 of them filed in Q3.</p>
<p>The Office of Paid Family Leave began issuing benefits for the PFL program on July 1, 2020. This was the final step in the plan to outline, develop, and administer a paid leave program for the District of Columbia under the provisions of the Universal Paid Leave Amendment Act of 2016. Employer tax collection began on July 1, 2019</p>	<p>The Paid Family Leave program is a huge addition to the Department of Employment Services. Besides collecting taxes from District businesses and considering benefits, the Office of Paid Family Leave incorporates: maintaining and updating technology so people can apply for benefits; working with different District agencies to implement MOUs; considering appeals and reconsideration requests; creating and running a call center; providing outreach to citizens with newsletters, social media, webinars et al.</p>	<p>This accomplishment impacts residents of DC because this program provides:</p> <ol style="list-style-type: none"> <li>1. 8 weeks to bond with a new child</li> <li>2. 6 weeks to care for a family member with a serious health condition</li> <li>3. 2 weeks to care for your own serious health condition</li> </ol> <p>This also benefits non DC residents, as the tax collected is from DC businesses which have employees outside of the District of Columbia.</p>
<ul style="list-style-type: none"> <li>• Virtual Program: Kicked off our first ever virtual Mayor Marion S. Barry Summer Youth Employment Program (MBSYEP).</li> <li>• Virtual Certification: Our office was able to adapt quickly to a virtual certification model. The normal certification process requires youth to come in person to certify. Thanks to our IT team working closely with the program, we were able to set up a platform which afforded over 3,000 youth the opportunity to certify virtually.</li> <li>• Scholarships: Continued our Mayor's Opportunity Scholarship.</li> </ul> <p>Food Stamp Supplement Employment and Training (FSET): 150 MBSYEP participants attended the Supplemental Nutrition Assistance Program Bootcamp virtually. Participants earned a total 144 certifications.</p> <ul style="list-style-type: none"> <li>• 55 Certification across Medical Cleaning, Customer Service, OSHA Bloodborne Pathogens, and Chemical Hazards</li> <li>• 28 Earned Johns Hopkins University Contact Tracing Certification</li> <li>• 23 Earned certificates from the Association of State and Territorial Health Officials and National Coalition of STD Directors</li> <li>• 37 Completed Salesforce training modules for contact tracing using the Work.com software product</li> <li>• 1 Call center public health outreach project to hone customer service and data entry skills</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual Program: Our program was one of the only summer youth employment programs to continue operations at full scale in the nation. While other jurisdictions chose to shut down their operations for the summer, the District continued. Other programs like Prince George's County, Alexandria, Baltimore, and Philadelphia heard that our program was continuing and reached out for guidance and best practices for their 2021 program.</li> <li>• Virtual Certification: The impacts of a virtual certification model motivated our staff to work even harder. This was something our office was already considering; however, we had not yet implemented it. COVID-19 forced our agency to adapt. We are currently ramping up for our 2021 program year with the anticipation of going 100% virtual for certification.</li> <li>• Scholarship: Many of the recipients expressed gratitude in their essays and even emails to the agency for continuing this portion of the program. This financial commitment highlighted all the core values listed in our agency's Vision Forward goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual Program: Over 9,000 youth were placed with an employer and afforded the opportunity to work virtually during the COVID-19 pandemic.</li> <li>• Virtual Certification: Over 3,000 youth were able to certify from their home. Without a virtual certification platform during this pandemic, over 3,000 youth would not have been able to participate in our program this year.</li> <li>• Scholarship: We were able to provide 75 Mayor Marion S. Barry Summer Youth Employment Program participants with scholarships. Of the 75 recipients, 54 received \$2,000 in scholarships, and 21 received the Director's Award receiving \$4,100 in honor of our 41st year of programs.</li> </ul>

## 2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
<b>1 - Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (3 Measures)</b>												
Percent of all first unemployment insurance payments made to eligible claimants within 14 days	Quarterly	88.8%	91.5%	91%	87%	94.7%	95%	58.5%	39.2%	59.9%	Unmet	During its peak, the COVID-19 emergency produced up to 10 times more applications to process than normal. Maintaining the 14 day standard proved to be impossible at that volume.
Percent of new unemployment insurance status determinations made within 90 calendar days	Quarterly	77.6%	82.2%	80.2%	70%	89.9%	84.2%	79.4%	87%	85.2%	Met	
Percent of Nonmonetary Determinations (Separations and Nonseparations) made within 21 days of the date of detection	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	96.4%	97.7%	65.9%	61.1%	76%	New in 2020	
<b>2 - Labor Standards - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (1 Measure)</b>												
Percent of workers compensation formal hearings finalized within 120 calendar days	Quarterly	91.7%	94%	93.8%	80%	95.8%	98.6%	110.8%	95.2%	98.3%	Met	
<b>3 - Workforce Development -Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers. (2 Measures)</b>												
Average number of business days between Training Application and Training Begin Date	Quarterly	Not Available	Not Available	Waiting on Data	45	26.7	25	0	0	25.9	Met	
Percent of program participants that complete occupational skills trainings	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	83.27%	New in 2020	
<b>4 - Organizational Excellence- Ongoing efforts to establish standards and processes intended to engage and motivate staff to deliver services that fulfill internal and external customer requirements. (5 Measures)</b>												
Percent of telephone calls answered (CNC)	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	91%	75%	53%	61.6%	61.6%	New in 2020	
Average telephone call wait time (CNC)	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	9.8	20.1	58	58	36.5	New in 2020	
Average telephone call hold time (CNC)	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	0.5	0.9	3.3	3.1	1.9	New in 2020	
Email response time percentage (CNC)	Quarterly	Not Available	Waiting on Data	Waiting on Data	Waiting on Data	100%	100%	100%	100%	100%	No Target Set	
Voicemail response time percentage (CNC)	Quarterly	New in 2020	New in 2020	New in 2020	New in 2020	100	61	52	No applicable incidents	53.3	New in 2020	
<b>5 - Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents. (2 Measures)</b>												

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of the First Source Agreements executed by the District that are monitored	Annually	99.5	100	100	85	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98.9	Met	
Percent of the First Source Agreements executed by the District that are enforced	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	98.9%	New in 2020	
<b>6 - Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals. (1 Measure)</b>												
Percent of Employers registered in Employer Self Service Portal	Annually	New in 2020	New in 2020	New in 2020	New in 2020	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92.74%	New in 2020	

## 2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
<b>1 - Unemployment Benefits (1 Measure)</b>							
Average number of issues resolved by Benefits Claims Examiners	1690	1611	298	415	2033	998	936
<b>3 - DC Career Connections (9 Measures)</b>							
Number of individuals enrolled in DC Career Connections Program	522	390	88	73	0	0	161
Number of participants completing Job Readiness Training	373	240	68	55	2	14	139
Number of participants placed in subsidized employment	178	147	24	9	0	7	40
Number of participants placed in unsubsidized employment	140	97	17	24	16	17	74
Number of participants that retained unsubsidized employment for 6 months	Not Available	276	28	117	12	57	214
Number of participants enrolled in occupational skills training	New in 2020	New in 2020	26	15	0	5	46
Number of participants that earn a credential from occupational skills training	New in 2020	New in 2020	0	0	0	1	1
Number of employers that participate in subsidized employment	New in 2020	New in 2020	7	4	0	10	21
Number of participants enrolled in post-subsidized employment job search	New in 2020	New in 2020	6	5	0	0	11
<b>3 - Infrastructure Academy (4 Measures)</b>							
Number of participants enrolled in a DCIA training program	965	2012	36	63	63	75	237
Number of participants completing a DCIA training program	388	408	73	61	39	102	275
Number of participants that completed a DCIA training program and placed in unsubsidized employment	15	105	59	31	2	8	100
Number of participants that completed a DCIA training program and retained unsubsidized employment for 6 months	Not Available	90	27	15	87	120	249
<b>3 - Job Centers (7 Measures)</b>							
Number of applicants enrolled in Wagner-Peyser	7977	9627	2218	2389	325	507	5439
Number of applicants enrolled in WIOA	1060	1261	279	280	4	38	601
Number of participants enrolled in a skills training program through an Individual Training Account (ITA)	398	326	50	52	0	3	105
Number of participants successfully completing skills training through an Individual Training Account (ITA)	325	213	52	37	3	3	95
Number of participants that earn a nationally or regionally recognized credential	137	151	20	24	0	58	102
Number of participants placed in unsubsidized employment after receiving any career services, including training	316	546	56	71	22	42	191
Number of participants that retained unsubsidized employment for 6 months after placement and program exit	Not Available	832	91	Waiting on Data	67	129	287
<b>3 - LEAP (10 Measures)</b>							

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Number of NON-TANF individuals enrolled	39	10	1	13	13	13	40
Number of TANF individuals enrolled	20	36	22	21	17	16	76
Number of NON-TANF participants currently active (open program application)	67	154	1	12	13	4	30
Number of TANF participants currently active (open program application)	50	91	22	17	16	5	60
Number of NON TANF participants completing the program	24	63	0	1	0	9	10
Number of TANF participants completing the program	21	23	13	4	1	11	29
Number of NON TANF participants placed in unsubsidized employment	0	37	0	1	0	8	9
Number of TANF participants placed in unsubsidized employment	0	17	10	4	0	11	25
Number of NON-TANF participants that retained unsubsidized employment for 6 months	Waiting on Data	5	No data available	No data available	No data available	No data available	Waiting on Data
Number of TANF participants that retained unsubsidized employment for 6 months	Waiting on Data	11	No data available	No data available	9	No data available	9
<b>3 - Office Of Apprenticeship Info &amp; Training (2 Measures)</b>							
Number of participants placed in unsubsidized employment	Not Available	18	104	76	17	No applicable incidents	197
Number of participants that retained unsubsidized employment for 6 months	Not Available	0	94	76	719	No applicable incidents	889
<b>3 - On-the-Job Training (4 Measures)</b>							
Number of individuals enrolled in the program	Not Available	39	8	22	11	10	51
Number of participants completing the program	Not Available	10	30	10	4	2	46
Number of participants placed in unsubsidized employment	Not Available	10	15	8	3	2	28
Number of participants that retained unsubsidized employment for 6 months	Not Available	3	1	2	2	1	6
<b>3 - Senior Service (BTW50+ -- local job program) (5 Measures)</b>							
Number of Applicants	115	159	12	0	0	0	12
Number of individuals enrolled in the program	105	56	12	0	0	0	12
Number of participants completing work readiness training	116	39	6	3	0	0	9
Number of participants placed in unsubsidized employment	55	29	5	2	0	0	7
Number of participants that retained unsubsidized employment for 6 months	Not Available	80	8	16	1	4	29
<b>3 - Senior Service (SCSEP – Federal Program – from DSI) (4 Measures)</b>							
Number of DOES SCSEP participants actively participating in Subsidized Employment	0	107	26	36	17	16	95
Number of DOES SCSEP participants that Entered Unsubsidized Employment	0	8	2	5	0	1	8
Number of DOES SCSEP participants that retained unsubsidized employment for 6 months after placement and exit	Waiting on Data	10	1	5	0	2	8
Number of DOES SCSEP participants that retained unsubsidized employment for 12 months after placement and exit	Waiting on Data	16	1	6	1	1	9
<b>3 - Summer Youth Employment Program (3 Measures)</b>							
Number of Applicants	Waiting on Data	18,718	Annual Measure	Annual Measure	Annual Measure	Annual Measure	19,897
Number of individuals enrolled in the program	Waiting on Data	11,358	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9161
Number of participants completing the program	Waiting on Data	9939	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9081
<b>3 - Transitional Employment (Project Empowerment) (9 Measures)</b>							
Number of individuals enrolled in the program	892	848	242	232	0	12	486
Number of participants completing work readiness training	745	620	234	264	0	1	499
Number of participants placed in unsubsidized employment	387	321	92	91	51	10	244
Number of participants that retained unsubsidized employment for 6 months	Waiting on Data	285	83	290	38	168	579

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 PAR
Number of employers that participate in subsidized employment	New in 2020	New in 2020	7	43	0	15	65
Number of participants placed in post-subsidized employment job search	New in 2020	New in 2020	33	25	0	22	80
Number of participants enrolled in occupational skills training	New in 2020	New in 2020	21	17	0	0	38
Number of participants that earn an occupational skills training credential	New in 2020	New in 2020	0	1	0	0	1
Number of participants placed in subsidized employment	New in 2020	New in 2020	129	118	0	38	285
<b>3 - Veteran Affairs (2 Measures)</b>							
Number of participants that are employed 6 months after placement and program exit	New in 2020	New in 2020	33	20	24	28	105
Number of participants that are employed 12 months after placement and program exit	New in 2020	New in 2020	49	39	35	23	146
<b>3 - Year Round Youth Program (4 Measures)</b>							
Number of applicants	439	201	59	42	0	28	129
Number of participants enrolled in a training program	296	254	62	42	0	36	140
Number of participants completing a training program	184	191	0	2	11	0	13
Number of participants that earn a credential	188	90	0	2	0	1	3
<b>4 - Customer Experience (4 Measures)</b>							
Total number of telephone calls received (CNC)	New in 2020	New in 2020	23,921	72,014	261,490	246,981	604,406
Total number of emails received (CNC)	New in 2020	New in 2020	1150	6243	11,522	8647	27,562
Total number of voicemails received (CNC)	New in 2020	New in 2020	16	63	54	No applicable incidents	133
Total number of Unemployment Initial Claims received via the IVR (CNC)	New in 2020	New in 2020	1384	2116	3784	1238	8522
<b>5 - First Source Management, Monitoring, and Enforcement (4 Measures)</b>							
Number of agreements executed and submitted to DOES	Waiting on Data	1112	339	314	254	180	1087
Number of beneficiaries meeting the first source standard	Waiting on Data	722	269	365	362	426	1422
Number of beneficiaries fined	Waiting on Data	6	2	12	0	4	18
Number of beneficiaries that paid fines	Waiting on Data	5	1	0	3	2	6
<b>5 - Talent and Client Services (3 Measures)</b>							
Number of Employers who hired DOES customers for unsubsidized jobs	Waiting on Data	269	121	16	14	9	160
Number of new employers registered into DC Networks	913	810	164	206	279	182	831
Number of new employers who hired at least one DOES customer	Waiting on Data	5	No applicable incidents	3	8	1	12

## 2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
<b>1 - Unemployment Insurance - Improve the efficiency, integrity, and performance of unemployment compensation benefits and unemployment tax services provided to claimants and District employers. (1 Activity)</b>			
BENEFITS	Unemployment Benefits	Providing temporary weekly benefits to workers who become unemployed due to no fault of their own.	Daily Service
<b>2 - Labor Standards - Provide a more efficient and effective system to prevent workers from exposure to unsafe working environments and from falling beneath an unacceptable income level at times of unemployment due to injury or illness. (1 Activity)</b>			
OAH: ADMINISTRATIVE HEARINGS DIVISION	Hearings & Adjudication	Conducts formal administrative workers' compensation hearings for private and public sector employees and employers in the District of Columbia, so that rights and responsibilities are determined fairly, promptly, and according to due process.	Daily Service
<b>3 - Workforce Development - Improve employment outcomes for District residents by providing high-quality training programs for adults and youth that are aligned with the District's high demand occupations and lead to credentials recognized nationally by employers. (12 Activities)</b>			

Operations Header	Operations Title	Operations Description	Type of Operations
LOCAL ADULT TRAINING	Senior Service (BTW50+ -- local job program)	The District of Columbia has a diverse population of talented job seekers between the ages of 50 and 64 looking to enter or reenter the workforce and assume roles as productive, full-time employees. Back to Work 50+ (BTW50+) is an initiative launched by the Department of Employment Services in collaboration with AARP Foundation which expands employment opportunities for mature job seekers from all eight wards of the District.	Daily Service
LOCAL ADULT TRAINING	Infrastructure Academy	The District of Columbia Infrastructure Academy (DCIA) is a key initiative of Mayor Muriel Bowser's Administration to meet the need for skilled infrastructure professionals in Washington, DC. DCIA coordinates, trains, screens and recruits residents to fulfill the needs of the infrastructure industry and infrastructure jobs with leading companies in this high-demand field.	Daily Service
LOCAL ADULT TRAINING	Office Of Apprenticeship Info & Training	The Office of Apprenticeship, Information and Training (OAIT) oversees the apprenticeship system in the District of Columbia. OAIT also safeguards the well-being of apprentices, ensures the quality of programs, provides integrated employment and training information to sponsors, employers and trainers. OAIT also staffs the District of Columbia Apprenticeship Council. Applicants for apprenticeships must be at least 16 years old and meet the sponsor's qualifications. Generally, applicants must demonstrate to sponsors that they have the ability, aptitude, and education to master the rudiments of the occupation and complete related instruction.	Daily Service
LOCAL ADULT TRAINING	Summer Youth Employment Program	The Marion Berry Summer Youth Employment Program (MBSYEP or Summer Youth) is a program allowing young people 16-24 to gain work experience during the school year's summer break. This locally funded program is considered one of the best in the country with thousands of young people finding employment through the program.	Daily Service
TRANSITIONAL EMPLOYMENT	Transitional Employment (Project Empowerment)	For over fifteen years, Project Empowerment (TEP) has helped to reduce economic disparity in the District by serving thousands of individuals with multiple barriers to employment. The Program's work readiness model is designed to provide nearly 700 unemployed District residents with opportunities to grow in education, training, and subsidized employment placements each year. Project Empowerment achieves its mission of moving participants into the workforce by partnering with government, non-profit, and private businesses across the DMV area to recruit, train, match, and coach candidates for successful employment.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	On-the-Job Training	On-the-Job (OJT) training is a workforce development strategy where employers of all sizes have an opportunity to train, mentor, and hire candidates toward a specific skillset or job function. Through the OJT model, candidates receive the training necessary to increase their skills. This strategy ensures unemployed and underemployed jobseekers have a chance to enter and reenter the workforce through an "earn and learn" model. The streamlined approach developed between employers and the Department of Employment Services (DOES) reimburses employers at an established wage rate in exchange for the training provided to participating OJT candidates.	Daily Service
TRAINING AND EMPLOYEE DEVELOPMENT	DC Career Connections	DC Career Connections is a work readiness program designed to provide more than 400 out-of-school and unemployed young adults with opportunities to gain valuable work experience, skills training, and individualized coaching and support to obtain employment. An integral component of Mayor Muriel Bowser's Safer, Stronger DC Initiative, DC Career Connections actively seeks to engage District youth	Daily Service
LOCAL ADULT TRAINING	LEAP	L.E.A.P. (Learn, Earn, Advance, Prosper) is a network of interconnected partners utilizing the "earn-and-learn" approach to link the city's unemployed residents with employment, education and training opportunities. The earn-and-learn approach applies the apprenticeship model to skill development, allowing individuals to earn a wage while participating in an on-the-job training experience and concurrently participating in related technical instruction.	Daily Service
YEAR ROUND YOUTH PROGRAM	Year Round Youth Program	The Year Round Youth program is federally funded opportunities for young people 14-24 to gain work experience and job readiness training. In-School Youth will continue their secondary school studies while having counseling and coaching to prepare them for the workplace. Out-of-School Youth, 18-24, have either already completed secondary school or are working toward a GED or other nationally recognized secondary school equivalence while receiving coaching and job leads.	Daily Service
SENIOR SERVICES	Senior Service (SCSEP – Federal Program – from DSI)	The Senior Community Service Employment Program (SCSEP) is a federal program to help older Americans get back into or remain active in the workforce. It is a part-time community service and work-based training program where participants gain career skills through on the job training in community based organizations in identified growth industries. SCSEP also works with the business community to identify employers who are interested in hiring qualified, trained mature workers.	Daily Service
VETERAN AFFAIRS	Veteran Affairs	The DC Department of Employment Services (DOES) requires that Priority of Service be given to veterans and eligible spouses who meet the eligibility criteria in accordance with applicable laws, policies and federally mandated programs. Priority of service also requires that veterans and eligible spouses receive priority over non-covered persons earlier in time for the full array of services provided at an American Job Centers (AJC). These services include the receipt of employment, training, and placement services in any workforce preparation program directly funded, in whole or in part, by the US Department of Labor. Specialized federal services such as the Vocational Rehabilitation & Employment (VR&E) program are also available to eligible veterans.	Daily Service
ONE-STOP OPERATIONS	Job Centers	Providing job seekers with a number of employment opportunities. Each center provides career counseling, resume assistance, job placement, vocational training, access to online services, information about local and national labor markets, and unemployment insurance.	Key Project
<b>4 - Organizational Excellence- Ongoing efforts to establish standards and processes intended to engage and motivate staff to deliver services that fulfill internal and external customer requirements. (2 Activities)</b>			
TRAINING AND EMPLOYEE DEVELOPMENT	Professional Development	Provide opportunities for staff to enhance and develop skill sets to improve efficiency and customer service.	Key Project
CUSTOMER SERVICE	Customer Experience	Deliver professional, helpful, high quality service in a timely manner while providing clear thoughtful and deliberate messaging to both internal and external customers.	Daily Service
<b>5 - Ensure employers are connected to the American Job Centers to address their workforce needs thereby ensuring positive employment and placement outcomes for residents. (2 Activities)</b>			
EMPLOYER SERVICES	Talent and Client Services	Manage employer relationships, connect them to the American Job Centers, and brokers products and services provided by DOES. Encourage local businesses to participate in District employment programs and to take advantage of the many free services that support their business needs; e.g., Office of Safety and Health consultations.	Key Project
FIRST SOURCE	First Source Management, Monitoring, and Enforcement	Manage and monitor First Source Employment Agreements as well as handle all reporting regarding the agreements specified in the "First Source Employment Agreement Act"; e.g. the regular reports sent to the Council of the District of Columbia.	Daily Service
<b>6 - Universal Paid Family Leave Benefits - Implementing the program to provide temporary weekly benefits to eligible individuals. (1 Activity)</b>			
UNIVERSAL PAID FAMILY LEAVE	Paid Family Leave Benefits Implementation	Implement the program to provide temporary weekly benefits to eligible individuals.	Key Project
<b>7 - Create and maintain a highly efficient, transparent, and responsive District government. (2 Activities)</b>			



Operations Header	Operations Title	Operations Description	Type of Operations
TRAINING AND EMPLOYEE DEVELOPMENT	Staff Professional Development	Providing opportunities for staff to enhance and develop skill-sets to improve efficiency and customer service.	Key Project
CUSTOMER SERVICE	Service Delivery	Providing and delivering services to all customers in a professional and timely manner.	Daily Service

## 2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
<b>Customer Experience (1 Strategic Initiative)</b>				
Rebrand the "Customer Experience" at DOES Customer Navigation Center	<p>In FY20, the Department of Employment Services (DOES) will improve customer service and the customer experience by redesigning the Customer Navigation Center (CNC) to serve as the main communication hub for the Agency. The CNC will re-engineer processes and procedures and integrate technology that will allow the Agency to provide quality and timely responses to customers via, calls, email, chat, and social media, while tracking all communication from entry to resolution. The CNC will improve service delivery by establishing customer service standards at every customer entry point (calls, live, email, chat, social media) to ensure consistency in the quality of service provided to stakeholders.</p> <p>In FY20, the DOES will also redesign the Agency's Interactive Voice Response System (IVR) by providing self-service options as well as efficient live support to ensure customers have a positive experience when navigating the IVR.</p>	Complete	In Q4, the Office of Customer Experience ensured equal access to DOES services to all customers, in all languages. During FY20, over 250 vital documents were translated for DOES programs and departments in 6 different languages including translating social media kits and documents for UI, PFL, and MBSYEP into Spanish and Amharic. The OCE provided vital information to limited English speaking and non-English speaking customers, translating the PUA online application into six languages including several supporting documents, translating all PFL medical forms, the employee handbook, and the webinars into 6 languages. Technical support was also provided to the UI team to create a Spanish webinar and training modules for staff.	
<b>Job Centers (1 Strategic Initiative)</b>				
Align Education and Workforce Strategies to Improve Outcomes	<p>In FY20, DOES will promote the alignment of education and workforce strategies for improved outcomes by designing and releasing a set of "playbooks" that identify challenges and promote potential solutions related to serving the following target groups:</p> <ol style="list-style-type: none"> <li>1) DC's Opportunity Youth, defined as young adults between the ages of 16 and 24 who are neither in school or the workforce.</li> <li>2) DC's College Students</li> <li>3) DC Adults with low literacy levels</li> </ol> <p>With each playbook, DOES will also provide resources and information for facing the challenges through recommendations for improved practices and tools to serve the target population and improve outcomes for educational and workforce success. This is in line with both DOES' Strategy and the Workforce Investment Opportunity Act Unified State Plan.</p>	75-99%	Director to sign off on the 3 documents is pending - agency may wish to make edits based on the current workforce landscape and the impact of the public health emergency and pandemic. Once these are approved the agency can move forward with publishing (hard copy and digitally).	The agency may wish to make edits based on the current workforce landscape and the impact of the public health emergency and pandemic.
<b>Professional Development (1 Strategic Initiative)</b>				
Improve and Increase Staff Capabilities	In FY20, The Office of Training and Professional Development (OTPD) aims to improve the capabilities of DOES staff by registering at least one third of managers in management and leadership training, expand Academy DOES to include a Management Essentials program, implement a Data Management program within Academy DOES, and facilitate manager-focused training to occur at least quarterly.	Complete	OTPD increased the number of training enrollments and course offerings in Q4. There were 299 training enrollments through Graduate School USA, Harvard Extension School, Management Concepts, and Grant Training Center for courses on data collection, management and analysis, leadership management training, and grant writing. A leadership development program was created through Harvard Extension School for 14 staff. Specialized training was provided in Compliance Auditing. 30 staff completed Contract Admin recertification. OTPD created the DOES ReOpening training presentation and post-training assessment. Enhancements were made to the UI Call Center training program; PFL and UI training was provided for over 115 agents. OTPD collaborated with UI to develop a UI Escalation training program.	